

# THE EFFECTS OF ELECTRONIC BANKING AS AN AID TO COMMERCIAL BANKS OPERATIONS IN KENYA: A CASE STUDY OF THE CO-OPERATIVE BANK OF KENYA

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## **ABSTRACT**

This study involves research conducted at the Co-operative Bank of Kenya investigating impacts caused by automated banking in the Cooperative Bank of Kenya in a bid to help commercial banks. The purpose of survey is evaluating effects of product innovation, client relationship, technological communication of information and financial performance on electronic banking as help to operations of the commercial banks in Kenya. A descriptive method of survey was adopted. A census method was used to select a sample of 58 top and middle management and supervisors who were employees of Cooperative Bank of Kenya. The data information was obtained using the questionnaires that were tested by piloting to authenticate their reliability and validity. Analyzing the data obtained, both quantitative and qualitative techniques will utilized which were then presented and explained through tables and pie charts. From the study it was discovered that product innovation, client/customer relationship, technological communication of information and financial performance affect electronic banking resulting to assistance towards the commercial banks operations in Kenya. Hence, banks are recommended to improve E- banking strategies for them to effectively serve the desires of their clientele relevantly and timely. Apart from the e banking infrastructure, banks should endeavor to provide efficient and quality services in ICT, management of customer relationships, delivery of product innovation and financial performance. In addition, the study recommends that a development of E- banking should be taken seriously by policy makers since all banking operations are gearing towards digitalization of banking services and operations.

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## ABBREVIATIONS AND ACRONYMS

**ICT** : Information Communication Technology

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**IDT** : Innovation Diffusion

**ATM** : Automated Teller Machine



## DEFINITION OF TERMS

**Performance:** It is defined by Maheshwari (2005), as the ability of an organization to meet the demands of a particular market through productivity and service delivery within a given time.

**Efficiency:** Is the potential to meet the objectives of a firm to produce or deliver service at the maximum possible level with minimum possible cost. Manager often measures performance through gauging actions that would generate long term sustainable benefit and improvements in an organization.

**Commercial Bank:** It refers to a banking organization that offers numerous financial facilities, including deposits, withdrawals and issuance credits.

<sup>61</sup> [REDACTED] Simpson ([REDACTED] the usage of interactive electronic channels of communication to provide <sup>30</sup> [REDACTED] [REDACTED].

**Manager:** [REDACTED] person in charge [REDACTED] people assigned to perform specified duties/ tasks or responsibilities. They report to the manager in regard to the expatiation of the tasks.

section interrogates various introduction data about research, mainly report research problem, study purpose, and research objectives as well as the investigation queries, explanation of the research, the research range and disadvantages of research.

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## Research

(IT) resulted into significant transformation and innovation towards the international financial sector. Therefore, the Kenyan banking sector is no different from the rest of the world.

According to Steven (2002), the banking sector has transformed from traditional banking to electronic banking where by now customers can access information regarding their accounts electronically. This information includes and not limited to balance enquiries, bank statements, personal credentials and many more. Also, there are inter account transfer of funds; bills can be presented and settled without visiting in a bank hall physically, but electronically (Frust, Lang, & Nolle, 2000). In other words, electronic banking has changed the banking industry from being an 8 hours to a 24 hour business venture. This is because customers have access to their account information both day and night and from whichever locality.

The Cooperative Bank of Kenya is at the fore front and has taken advantage of E- banking through development of an internet based mobile application known as M coop Cash. The M

Coop Cash Application allows customers to do banking transactions right at their fingertips using their mobile phone handsets.

According to Sergeant (2000), there are many significant benefits of Electronic banking benefits to the banks, customer and regulators. For instance, for banks it lowers the entry barriers to the usage of the bank services hence reducing advertisement and customers recruitment costs, increases the innovation of banking products and services and increase the market share through provision of opportunities to sell beyond cross borders. On the other hand, it gives the customers access to o required information they need timely and conveniently at their place of choice hence giving them better value for their money.

It is argues that e-commerce is the mother of the modern electronic banking (Ovia, 2001). Ovia (2001) further provides that e-banking is innovation springing from the use of Automated Teller machines and Credit Cards.

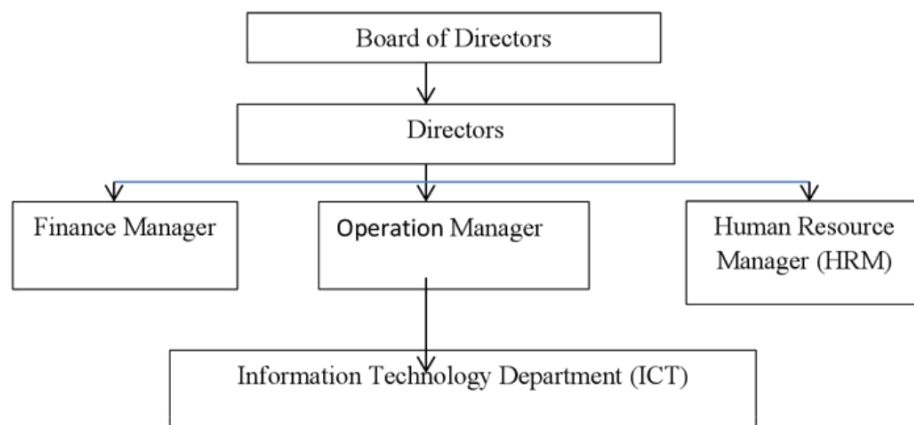
This study aims to find out the how electronic banking has affected the cooperative bank of Kenya and helped them in the operation of the bank activities. The overall reason why the bank originally began to use internet banking was to advance the worth of customer's product and service while at the same time reducing its banking operation costs.

### **1.1.2 Profile of Co-operative Bank of Kenya**

The financial institution was opened in Kenya as per Kenyan Companies legislations Cap (486) on the 27th day of June 2008. It is permitted under the banking Act and allowed to do business in the banking industry. It later on went public and was listed in the Nairobi Stock Exchange (NSE) on the 22nd day of December, 2008. The Bank began as a cooperative society in 1965.

There are various financial services that can be accessed at the Cooperative Bank of Kenya by its clients. This includes the management of funds, Internet and Mobile services, retail banking, finance of assets, finance in the corporate and trade, foreign exchange, banking assurance, mortgage and registrar and custodial services.

The cooperative bank of Kenya has embraced innovative strategies of expansion. For instance, the bank is strategically positioned to provide affordable credit and funds and resources to support identified groups in the communities in Kenya especially in the agricultural sector. One of the bank's business strategies is to transform the agricultural sector. Hence, it has created products specifically for the customers in the agricultural sector. In addition, the bank has expanded its operations to Rwanda, Ethiopia, Tanzania, South Sudan and Uganda replicating the same business model in Kenya.



**Figure 1.1 Organizational Structure of Co-operative Bank of Kenya**

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Although Kenyan [redacted] investing heavily in electronic banking systems and applications, this does not guarantee provision of efficient and quality services to their clients, nor does it guarantee financial profitability. Yet, the resources allocated for

technological investments and innovations are very high. For instance, according to Sathye (2005), & Delgado, Hernando and Nieto (2007) in Australia and Europe respectively, there has been a negative impact on the banks performance and yet electronic banking is done. Hence, before the use of electronic banking the risk analysis and costs associated with the same must be keenly pointed out and managed to avoid

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bank operations.

Although a bank's performance can directly be linked to effectiveness and efficiency of a product and service renders, there needs to be measures and controls in place to avoid or minimize probable losses linked to the usage of electronic banking. Therefore a bank needs to analyze the effects of using e- banking in order to channel it correctly for business prosperity.

Another study conducted by Kariuki(2005) revealed that banks profitability were directly connected to the use of e-banking and vice versa. However, he further concluded that profitability margins were attained in the long term as opposed to the short term.

Hence, the survey aim is to discover the impact of product innovation, client/ customer relationship, technological communication of information and banking operations on electronic financial sector as help to operations of the Kenyan commercial banks.

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## Objectives

Key purpose of research is examining effect of E-Banking as a facilitator to Kenyan financial institutions operations.

- i. [REDACTED] explore [REDACTED] client association with administration involving the electronic banking as an innovation of Kenyan financial institutions operations.
- ii. Investigate the effect of financial products and services innovation towards the electronic banking as a facilitator of Kenyan commercial banks operations.
- iii. To establish the effect of E-commerce in regards to Kenyan commercial banks operations.
- iv. To evaluate the effect of information technology towards the Kenyan financial E-banking operations.

- i. [REDACTED] customer relationship management towards the Kenyan commercial banks e-banking operations?
- ii. The effect of internet banking as a facilitator of Kenyan financial banks product innovation
- iii. What is the level of e-banking effect towards the Kenyan commercial banks operations and financial performance
- iv. What effect does the information technology have in regards to e-banking operations of Kenyan commercial banks?

### 1.5 Justification of the Study

There exist several aims as to why the research is of significance to the Co-operative Bank of Kenya and other parties of concerned.

### **1.5.1 The Management of Co-op Bank**

Co - operative Bank of Kenya is among the largest banks in Kenya ranked number five in customer base and asset ownership. Hence, the necessity of the bank to adopt to new and innovative ways of doing business to maximize profitability while at the same time provide quality products and service to its clientele. The findings of the research will assist the management make better decisions.

### **1.5.2 Other**

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Though analysis e-banking, other parties in the banking industry will be in a position to understand their operational impact of e-banking. Therefore, it will aid other banking parties to implement e-banking based on thorough examination of associated uncertainties and overheads.

### **1.5.3 Government**

The government will come to an understanding of how significant e- banking is and thus put in place effective and appropriate legislative measures to regulation of the banking industry.

### **1.5.4 Other Researchers**

In conclusion, other scholars aiming to further their study in this area may utilize the research on the same area. The study will further be utilized as reference materials by other scholars since they will be able to specialize around this survey in conducting new detailed survey.

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The will investigate internet banking impact as a facilitator of Kenyan financial institutions. Co-operative Bank of Kenya of which its headquarters are situated at Co-operative House in Nairobi along, Haile Selassie Avenue will be main focus of the research.

The strategic management, middle level management and supervisors will be the respondent to the study.

### **1.7 Chapter Summary**

This section gives the necessary contextual information through which the research will be conducted based on survey topic. The reason of conducting the survey is contained in the statement of problem. The purposes, implication and the scope of the research are clearly stated. Therefore, literature will be reviewed, research conducted and analysis done in line with this chapter.



section examines other similar literature studies based in similar field on impact of electronic Banking as support to financial institutions. The literature review entails the logical location, identification, and examination of documents containing materials associated with the study being conducted (Mugenda and Mugenda 2006). Nevertheless, the review of literature aid determining different approaches and inspires new concepts. The section contains theories associated with the E-Banking concept. Further, the section covers the empirical literature and gaps to complete, the conceptual framework and the summary of the survey.

## 2.1 Theoretical Literature Review

### 2.1.1 Technology

) introduced TAM involving utilization Theory of ) precisely made to allow acceptance of user information systems. TAM objective is to explain the general computer determinants that show the behavior of users across over a comprehensive end-user population and computing technologies. Most researchers and practitioners prefer models that are capable of predicting and providing explanations so as to identify unacceptable systems. Therefore, TAM aims at providing base upon which effect of macro factors on intentions, attitudes and micro factors can be traced. The key mandate of TAM is to be geared towards achieving the goal by considering other previous studies by other researches that dealt cognitive and affective computer acceptance determinants. TRA

theory is used for modeling relationships theoretically among the variables.

According to TAM, the primary relevance for computer acceptance behavior is begged on certain beliefs referred to as perceived usefulness and easy use of the perceived usefulness

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outlined extent prospective is certain

job performance can be improved using a particular system. According to Pfeffe (1982), organizations are reinforced through rewarding good performance by promotion, bonuses, raises and other rewards.

A system is considered useful when one party considers the presence of an optimistic user-performance relationship. Therefore, PEOU entails the extent to a system will be used by a prospective user effortlessly. Effort is defined as resource that a person allocates to several activities for which he or she is assigned. In the past decade, TAM has been utilized to forecast the acceptance of users and it was established so.

### **2.1.2 Innovation Diffusion Theory**

Innovation Diffusion Theory is an elaborated method or mechanism that technology innovations are approved by users. Rogers, (1995) suggest that, innovation is perception of “an awareness, practice, or object adopted by a certain group or unit.

Diffusion refers to the innovation communication through processes over a specific time period. Therefore, Innovation Diffusion theory (IDT) majorson clarifying onhow different ideas and notions gain extensive acceptance.

IDT studies attributes that impact the widespread rate in relation to technological innovations. These attributes are defined as; Relative advantage; which is the extent an

innovation perceived exceeds an original idea. The innovation perception is constant with previous experiences, prevailing standards, previous skills, and prospective adopters. Complication and needs. The extent to which an innovation perception is fairly hard to utilize because it cannot be easily understood, Trial ability. The extent to which an innovation experiment is done within an inadequate base. The range against which the results of an innovation will be appreciated by others. According to Chen et al., (2000), these attributes, only qualified benefit, complexity and compatibility are steadily associated to innovation acceptance.

IDT variants were used to find out technological innovations by Rogers in about 1500 studies in relation to healthcare, agriculture, economic development and city planning. In a small scale, these above attributes were tested to find out how they affected the use and behavioral intention. Rogers established his IDT model by finding out the traits of the products that affected the adoption the most.

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### **Customer Relationship Management**

Customers nowadays demand flexibility in bank operations irrespective of which account they have in terms of services relating to on-line, real-time banking services (BankAway, 2001). This is because Internet banking enables customers to do bank transactions at the comfort of their homes. Customer's preferences have caused the bank <sup>59</sup> their using products services. According to Carse (1999), customers require to settle their daily domestic bills, as well as buying and selling shares and stocks. Technology, customer base, globalization and convergence has made banks in Kenya to refocus their

activities and channeling them through e- banking in order to enhance customer relationship. Nevertheless, as argued by several researchers, the extent of success of electronic banking depend customer preferences, satisfaction and quality of products and services rendered. Hence, a bank must endeavor to continuously give reliable, accurate and helpful information with the goal of satisfying the needs of the customers.

According to (Balachandher, 2001), Apart from flexibility and price, quality of product and service sold is paramount to customers. However, success in e-banking is seen through the customer's eye. In some countries, research show that poor liquidity is experienced by banks due to negative perception of customers on e-banking. For this reasons; clients do not view them as an alternate way of accessing facilities from the bank (Balachandher, 2001).

In the past, banks assumed that they can provide only the products and services they wanted to customers. This notion has changed especially due to wealthy and sophisticated customers who are major customers of the banks. If banks do not change to comply to the needs of the customers then it may lead to lose of (30-50) % of their profitable customers. As a result, banks are forced to adopt strategies to incorporate e-banking. In addition, banking is changing globally, in order to be competitive, banks to must embrace e-banking. Therefore, according to Mols (1998), both profitable customers and unprofitable customers should be channeled to use e-banking in order to maximize revenues and limit costs.

In Kenya, E-banking services isgaining popularity because majority of client'saccepted them as a result constantproblems involving unsatisfactory service in banks which had been hindering majority of financial institutions for an extended time period.

### **2.2.2 Product Innovation**

Kotler, (2011) asserts that, everything that can be presented for market sale, purchase, or use, to ensure that needs and wants are satisfied. Goods, services or ideas are thus considered as physical products and services. Product innovation is a new or improved creation and subsequent introduction of a product or service. (Azazeet al. 2005). Product innovations are customers driven and focused on the market.

Banks need to assimilate the needs of the customers, demographic aspects and new supply channels of innovated products in order to access the bank market. The innovations should help firm better perform their mandate in the industry and in the long run become profitable.

According to Lerner (2002), innovation are not just critical but necessary since they affect the delivery of other firm hence affecting the larger economy. One of the positive effects is that it decreases the operational costs of already prevailing banking services (Nofie, 2011). Akamavi (2005) suggest that, it has led to deregulation, company consolidations, rise in competition, high level changes in innovation, and advance of different services and products to meet clients demand.

On the other hand, (Batiz-Lazo and Woldesenbet, 2006), product innovations are due to bankruptcy reduction, advantages in taxation, low regulatory costs, moral hazard reductions, transparency and customization. This kind of environment has led to unique competition and improved e-banking product and service delivery.

In Chinese, commercial banks switched from the traditional way of doing banking to e-banking, this has led to a revolution in the financial sector (Yin & Zhengzeng, 2010).

According to India, Pooja and Singh (2009), online banking made extra profit and operational costs were low in comparison to the traditional banks. In Jordan, customers were satisfied with electronic bank resulting to adoption of long term saving strategies (Siam, 2006).

In Africa, Ethiopian banks are slow in adoption of e-banking hence there is low efficiency in delivery of bank services (Gardachew, 2010). However, the adoption of online financial banks has greatly improved accessibility of financial services (Porteus, 2006).

The utilization of ICT in Kenya, has not only increased revenue and access of banking services but it has also enhanced the efficiency and quality of financial services and products to clients (Mwania and Muganda, 2011). In fact, the use of mobile phones in Kenya has greatly increased. For instance, by the year 2015, there are four mobile phone providers who handle 15.4 million customers in year. This shows that Kenya is a very fertile market for e-banking bank business.

### **2.2.3 Financial Performance**

Sumra et al. (2011), suggest that internet banking has led to automation of repetitive bank tasks hence improved efficiency, time performance, control enhancement and in the turn improved financial performance. This has reduced overhead operational costs.

Aduda&Kingoo (2012) argues that the structure of banking income has greatly changed. In addition, lending margin rates have reduced since banks have diversified their base of income sources by relying more on income from transaction fees allowing the company to be traded in capital markets. Also, e-banking has reduced institutional paperwork and

enhanced proper documentation for the bank's records. It has also reduced the wage bill for the bank due to usage of ICT platform to manage customers. As a result, research has shown that customer deposit to one employee has increased from 60:1 to 274:1 ((CBK, 2011).

Paper work in financial banks has also been reduced greatly by online banking as well as ensuring they maintain appropriate documentation for their major records. Payroll cost has also been reduced since banks have constantly utilized IT platforms as opposed to employing similar number of workers to serve the ever growing customers. According to CBK, (2011), utilization of ICT by banking institutions has increased the workers to clients' ratio from sixty in 1996 to four hundred and seventy four customers in 2011

Generally, e-banking has led to creation of environments of growth, prosperity and productivity. It also discourages illegal practices associate with the banking industry such as fraud, money laundering and embezzlement which affect the banks <sup>44</sup> negatively. Kegan (2005), who offer exclusive online banking services performed better than those who partially offered the services. Consequently, the online banking helped the commercial banks improve the ability of earnings which is explained by return on equity (ROE) and asset quality enhancement.

Ombati et al. (2010) explains that, a cross – sectional survey design research conducted to evaluate the connection between quality service and technology incorporation in Kenyan finance sector showed that financial performance is directly linked to use of e- banking positively. The study consisted of a sample of 120 customers who bank with major



financial institutions based within the Nairobi Central business district (CBD). In addition, the survey revealed that there needed to be measures already in place to assist the adoption of e-banking such as security, accurate records, accurate transactions, efficient staff and convenience.

According to Sumra et al. (2009), in a study similar to the Kenyan environment, banks in Pakistan have improved the delivery of bank products and services due to incorporation of e-banking. As a result, it has enabled the banks to meet costs in short term bank basis.

#### **2.2.4 Information Communication Technology**

Today's business environment has changed due to technological innovations that has led to customer's increased demand and awareness of e – banking product and services making the banking industry a very competitive business especially in the 21st century. Hence, ICT cannot be ignored by the commercial bank's managers, they can only channel ICT to help them increase cash flow and profitability of the banks using digital technology in product and service delivery in all levels.

ICT has enabled the Cooperative Bank of Kenya break its comfort zone and create value to their customer service. According to Delgado and Nieto, (2004), mostly E-banks offer insurance services and securities market in addition to normal banking products, despite the fact that all the products which they distribute are produced internally

Researchers have shown that overhead costs are a main challenge to banks with several branches. This particularly explains the scenario involving the banking sector in Spain, which is among the <sup>16</sup> the entire . According to



(2006), delivery of services through internet channel made excess economies of scale as compared to traditional channels of distribution.

DeYoung et al (2007) asserts that, online banking is an innovation development that substitutes physical branches with banking services that deliver. However, for Spanish banks, research indicates that online delivery channels have reduced <sup>1</sup> charges other similar ) in regards transaction assumed (transfer of money, securitiesbrokerage, mortgage loan or demand deposits).

Saloner and Shpard (1995) undertook a comprehensive survey that depicted that ICT modernization has laid a platform for extraordinary advancement in banking procedures and regulations worldwide. For instance, global funds transfer costs have decreased. Berger (2003), also points out that through online banking, financial institutions convey quality client services with minimal less effort such as investment in shares, sharing of information, and electronic payments. Though, in order to succeed in coping with ICT challenges, banks need to understand the rapid deviations in IT, Innovation as well as Demography. Failure to do, they may not succeed in the long run.

Banks today that are equipped with e-banking technology make informed decision on how to channel their services using e-banking for maximum benefit in terms of delivery of services and product innovation (Southard et al, 2004). As a result, they exploit available opportunities and gain a competitive edge in the banking industry.

### **2.3 Summary and Research Gaps**

In the Kenyan banking sector, online banking has strong implications towards marginal effects on returns on asset (ROA). In this case, there exists a positive connection between

financial institution performance and e-banking. Therefore, basing on the key findings of the summary it is appropriate to conclude that: by adopting e-banking, the Cooperative Bank of Kenya has become more productive and effective in its banking work, hence, enhancing the fortune of the institution.

The use of debit cards and ATM withdrawals for which transaction charges are applied has enhanced the bank fortune as well as improving the customer relations since they are able to render effective services twenty four hours. Clients can now have access to their bank account at any time enabling them to make withdrawals to cater their needs. Through the electronic banking standard introduced by CBK, banks are in a position to offer effective e-banking services. Customers can make withdraw money anywhere and at any time using any financial institution ATM machine, though customer cannot withdraw more than a certain set limit to enable other clients also be in a position to access to cash while customers can be able to transfer between places via use of online means.

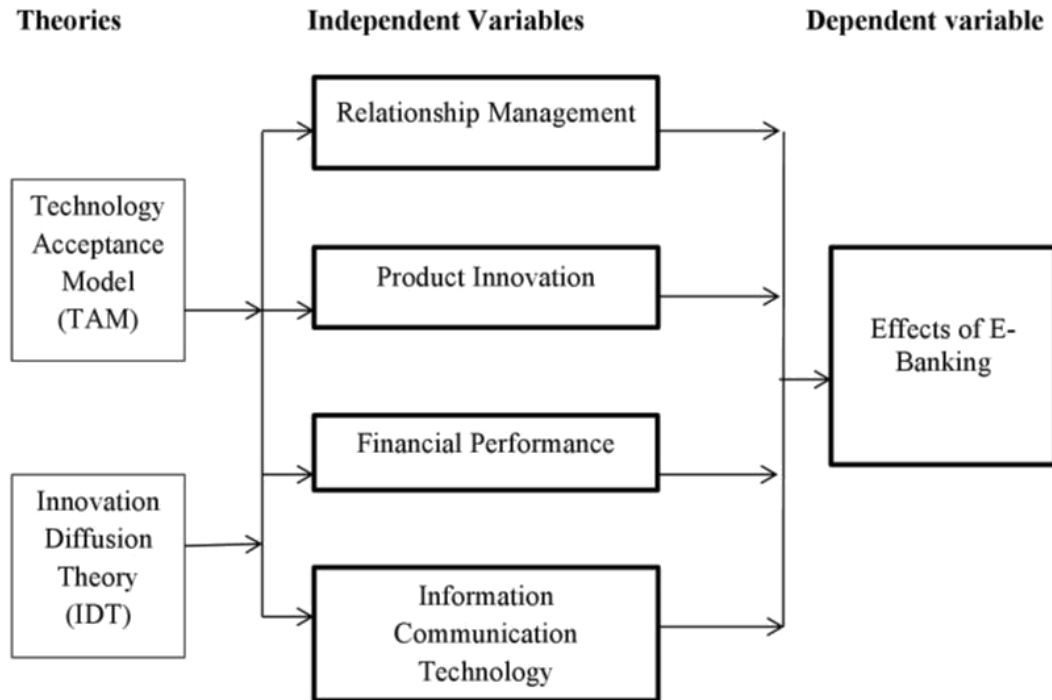
Studies show that e-banking increases and improves the performance of a bank. Several strategies must be undertaken in incorporation of e-banking in bank operations and achieve the vision and mission of the bank. Firstly, banks must identify their need and direct E-banking in achieving the need. Secondly, the government must also put in place rules and regulations to make implementing internet banking and e-commerce. They must ensure appropriate measures and standards are implemented to prevent outdated technologies from taking root in the banking sector. In addition, both the government and commercial banks must ensure their employees are well trained on how to use the online banking so as to spur growth in the industry.

Apart from the IT policies, appropriate IT infrastructure and computer equipments for e-banking usage. Government policy should incorporate rules and regulation to fight against fraud, money laundering and all security risks in relation to e-banking usage. They should establish legal codes to boost the expansion and development of the sector. The current research is based only on the Kenyan financial bank. A further study can be conducted on all financial institutions in the financial market so as to ascertain overall effect of online banking.

Although there have been campaign to use ICT in Micro financial institution especially in the rural areas in Kenya, the drive have not been very successful. What needs to be studied is the extent the banks have managed to use ICT especially in the rural areas in all payments and receipts on money electronically. Thus, research on IT impacts on the financial industry as well as the system of payment is recommendable.

## 2.4 Conceptual Framework

Figure 2:2 Conceptual Framework



Source Author (2017)

## 2.5 Operationalization of Variables

### 2.5.1 Customer Relationship Management

It's used in financial banks as strategic way to enhance their income through establishing firm customers relationships which in turn raises client's trust. Relationship management goes beyond checking and saving of accounts but it also involves giving customers a wide variety of financial products and services. In doing this, customers are given an opportunity to develop a healthy relationship with the banks hence, access to a higher level of customer service.

### **2.5.2 Product Innovation**

A product innovation entails introducing of a new service and good important for the intended use or with regard to its features. They comprise of significant advancements in technological specifics, materials, and user friendly software's developed. Product innovations will hence comprise of both new products as well as alternative use of existing products.

### **2.5.3 Financial Performance**

It is a measure used subjectively to gauge how well a firm utilizes its assets to generate profits. The term may also be used to describe a company's financial health in the overhaul within a specified time period. It is also enables comparing performance of various firms in a similar sector.

### **2.5.4 Information Communication**

IT stands for technology descriptive term which ranges for data collection, storage, retrieval, analyzes, processing and the information transmission. Banks use ICT in areas of automatic teller machines (ATM), online banking services and data storage in debit and credit cards. Additionally, they use information technology in cheque clearing as well as money transfers.

## **2.6 Chapter Summary**

The research outcomes indicate that online banking has transformed the banking industry worldwide. Actually, commercial banks cannot do without e- banking in their banking industry.

It has allowed customers to choose which service providers to use for obtain service by clicking a mouse. It has become mandatory to use e-banking to execute banking services due to the competition in the economy. Consistent upgrading of customer packages and services <sup>58</sup> [REDACTED]. However, research finding have shown that Kenyan commercial banks are reluctant in investing in internet banking and prefer to use it as a complimentary product and to deliver other services. Financial institutions need to constantly upgrade their systems and come up with new innovative and customized services so as to compete favorably in the sector. The results indicate that Kenyan financial institutions do not engage in e-banking in order to generate higher incomes from the same. In Kenya online banking is mostly used as an alternative means of ensuring that customers receive convenient and effective banking services. In order to remain competitive, commercial banks thus embark on Internet banking especially to enable serving and retaining of the corporate customers. Therefore, based on the general results, the study question will therefore entail evaluating on how e-banking services can improves the performance of commercial banks especially for non-financial dealingssuch as effectiveness and efficiency.

section contains study utilized in performing the survey. Additionally, it provides the data type and their sources, the sampling methods used, the population target, as well as sample size selection techniques. It further evaluates data selection and its analyzes.

### 3.1 Research Design

It is a descriptive study project investigating and determining the overall effects of E-Banking as an aid to Kenyan commercial institutions. Malhotra (1996), refer a descriptive study project as the one that aim to define something on the basis of who, when, where, what, and how of something and the significance of the recent survey. Survey design helped in this research.

3.1.1 <sup>37</sup>   
 and ) the a universal study of theoretical set of objects, events, or people against whom a researcher desires to assume the outcome. Strategic management, middle level management and supervisors were the research target population as tabulated in table 3.1.

**Table 3. 1 Target Population**

Category	Target Population	Percentage
Strategic Management	10	17
Middle level Management	18	31
Supervisors	30	52
<b>Total</b>	<b>58</b>	<b>100</b>

### 3.3 Sample and Sampling Design

Sampling refers to a systematic procedure involving fairly slight number of objects, or persons, are designated and scrutinized to have a conclusive idea about the whole population from which the sample was picked. According to Kothari(2005), sampling designers a planned ways of obtaining a sample from a population given. The Stratified

57 [redacted] was [redacted] allow for generalization [redacted] a bigger population with a determined stratified error (Mugenda&Mugenda, 2006). In addition, stratified random sampling considers entire study groups that in some events maybe not evaluated. The design of the sample will be as follows:

**Table 3. 2 Sample Size**

Category	Target Population	Sample Size	Percentage
Strategic Management	10	5	17
Middle Level Management	18	10	31
Supervisors	30	16	52
<b>Total</b>	<b>58</b>	<b>31</b>	<b>100</b>



### **3.4 Data Collection Instrument**

The questionnaire that was utilized in statistics collection was to be a self-administered one. It contained both open-ended as well as close-ended queries. The method was regarded appropriate as it ensured privacy. Also, questionnaires were economical in terms cost and time effective.

### **3.5 Pilot Study**

Authority to conduct the research was obtained from various heads of the institution so as to distribute the questionnaires. <sup>12</sup> study, an experimental study involving six persons was conducted so as to ensure questionnaires reliability and validity.

#### **3.5.1 Validity**

Mugenda and Mugenda (2006) inference meaningfulness and precision upon research result is what referred to as validity. The pilot study intends ascertain the validity of the questionnaire. In this study, both the content and face validity was use o determine the questionnaire's validity. Content validity is focuses on the representativeness of the sample-population and draws inference to a large extent of the field of things related to those contained in the test from the test scores (Gillham, 2008).

#### **3.5.2 Reliability**

It refers to capacity of the study tools to reliably gauge the features of interest for a particular time. Owuor, (2004) suggests that, a research tools thatare consistent and gives the desired outcomes is reliable. According to Kothari (2004) tools consistency is the level of internal reliability or the steadiness of devise used in determining. Due to time

and labor economy, both affirms that the process used for extracting reliability estimation should be acquired by performance of a sole test.

### **3.6 Data Collection Procedure**

Self-administered questionnaires were used to collect secondary data. They were used because their administration was simple and also they allowed for easier data analysis and implementation. On the other hand, secondary data was obtained from previous researches and existing sources through studying literature relevant to the research from publications, journal, magazines, reports and other materials from the library.

### **3.7 Data Analysis and Presentation**

Data analysis technique involving the procedure of data collection, maintaining it in a sequential manner and organizing its major apparatuses so that it can be easier to communicate the results efficiently (Bailey 1984). The information collected then was subjected to analysis utilizing the qualitative and quantitative methods. The qualitative technique entailed analysis of the data content as well as evaluation of text material. On the other hand, the quantitative technique involved utilizing of diagrams especially the frequency tables and other charts.

### **3.8 Ethical Consideration**

To ensure that the research adhered to study ethical standards, the researcher undertook various steps. First, an authorization permit to conduct the research was acquired from the two main institutions, which are Management University of Africa (MUA) and Cooperative Bank of Kenya.

### **3.8.1 Voluntary Participation**

Consent was obtained from bank administration by the researcher prior to issuing out the questionnaires. Those participating were requested to verbally consent towards participating study. It was explained to them that they were free to choose whether to participate or not. To ensure privacy, the scholar assured the participants that the data provided would only be utilized for the survey only. It was explained to the participants that, providing meaningful data towards the research would contribute to their opinions on issues influencing the inventory control practices effectiveness in the public sector.

### **3.8.2 Informed Consent**

Basing on Oliver (2004) the scholar ensured that utilizing the complex standard of well-versed consent, the participants would be not be held liable as a result of unfavorable results obtained from the study. Oliver explains that, some of the participants might be impressed by either the researcher status or maybe the research itself, thus, agreeing to participate voluntarily even without having a proper details as to what the study entails.

### **3.8.3 Privacy**

All the possible participants' were not to be identified by either of their names. Confidentiality of the respondents was given the priority. Additionally, the respondents were engaged in two different methods by the researcher before assenting to answer the research questions.

### **3.8.4 Confidentiality**

The researcher briefed the study respondents that the information being collected in the survey would entirely be treated with at most confidentiality and that the results are only

intended for academic project at the Management University of Africa (MUA). Further, the participants were explained by researcher that, data obtained would be encrypted and no one, whatsoever, would have access to the data.

### **3.8.5 Anonymity**

The respondents were given their due respect by the researcher while at the same time ensuring completed the questioner carefully and intelligibly in order to meet the study expectations. The respondents to answer the questionnaires were picked without any discrimination by researcher. This enabled the scholar to only receive truthfully and ambiguous participants. Self-administered questionnaires were utilized to achieve this with an unidentified method of return.

### **3.9 Chapter Summary**

The expressive project of research was adapted. The researcher collected the data from the sample respondents. Research methodology explains the type of study conducted including the sample used, population size and distribution of the population, type of data collected and the data collection instruments. It also describes the techniques and strategies applied for adherence to ethical principles, validity and reliability of the research.

## INTERPRETATION

section analyses and interprets the research outcomes and presenting them in accordance to the study purposes and queries.

### 4.1 Presentation of Research Findings

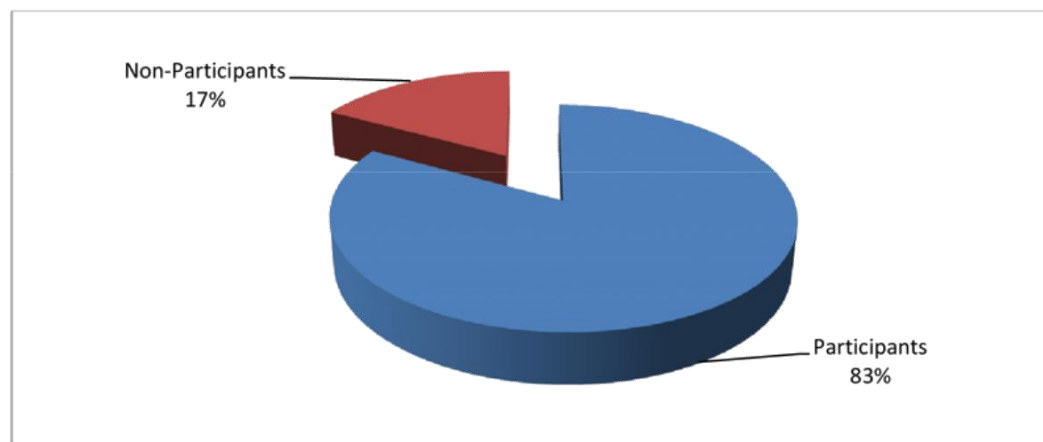
#### 4.1.1 Response Rate

**Table 4.1 Response Rate**

Response	Frequency	Percentage
Participants	48	83
Non-Participants	10	17
<b>Total</b>	<b>58</b>	<b>100</b>

Source Author (2017)

**Figure 4.1 Response Rate**



Source Author (2017)

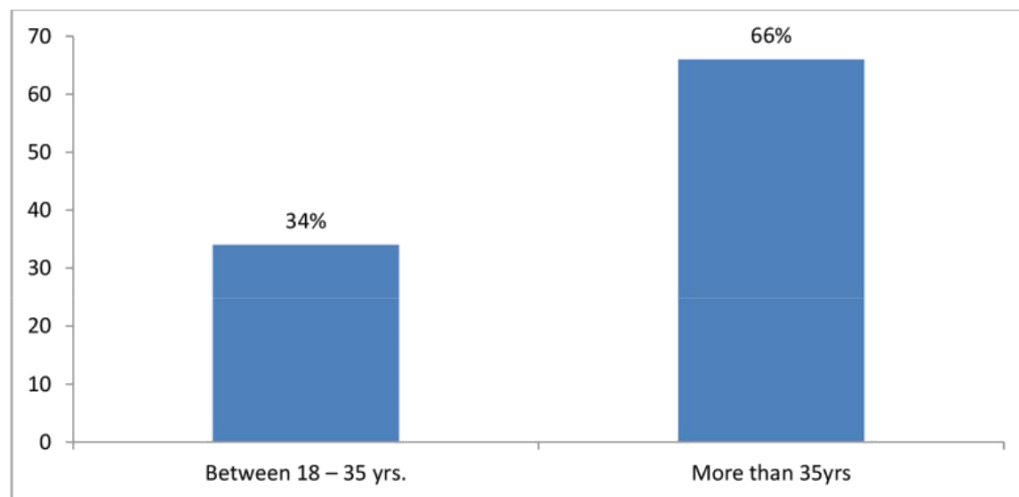
There were a total of 58 participants in the study of whom 83% gave their responses whereas the remaining 17% did not respond. Therefore, the response rate can be considered to be high. It can thus be concluded that E-Banking workers participated in the survey.

**Figure 4.2** Ages of Respondents

		Percentage
Less than 18 yrs.	0	0
Between 18– 35yrs.	20	34
More than 35yrs	38	66
<b>Total</b>	<b>58</b>	<b>100</b>

Source Author (2017)

**Figure 4.2** Ages of Respondents



Author (2017)

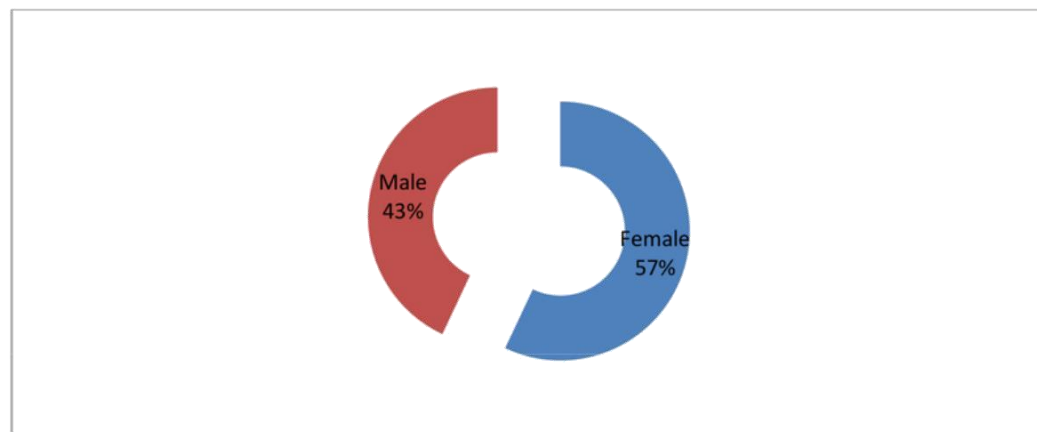
The target individual's age bracket entailed 66% of the total respondents aging above 35 years while 38% aged between 18-35 years. Therefore, it shows that most of employees who participated in the research are aged at least 35 years. It thus shows that majority of e-banking staffs have extensive job skill.



Gender		Percentage
Female	33	57
Male	25	43
<b>Total</b>	<b>58</b>	<b>100</b>

Source Author (2017)

**Figure 4.3**Genders of Respondents



**Author 2017**

As per figure 4.4 above, female participants in this study consisted 33% of the respondents with male respondents being only 25%. It therefore indicates that, females form the largest part of staffs at Co-operative Bank of Kenya. It can be concluded that,

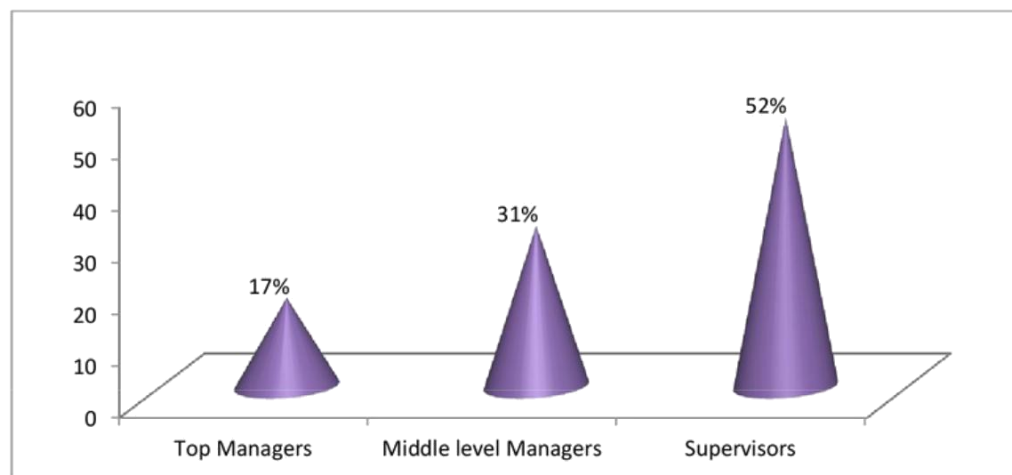
females participate in online Banking operations at Co-operative Bank more than their male's counterparts.

**8**  
**Occupation**  
**4Job**

Job Level	Frequency	Percentage
Top Managers	10	17
Middle level Managers	18	31
Supervisors	30	52
Others	0	0
<b>Total</b>	<b>58</b>	<b>100</b>

Source Author (2017)

**Figure 4.4Job Level**



Author (2017)

The above figure 4.5 depicts that, supervisors were the popular amongst the participants consisting of 52%, followed by middle-level managers with 31% and strategic



management being 17%. These details obtained from the participants involved in the research since the participants were able to provide facts required for the study.

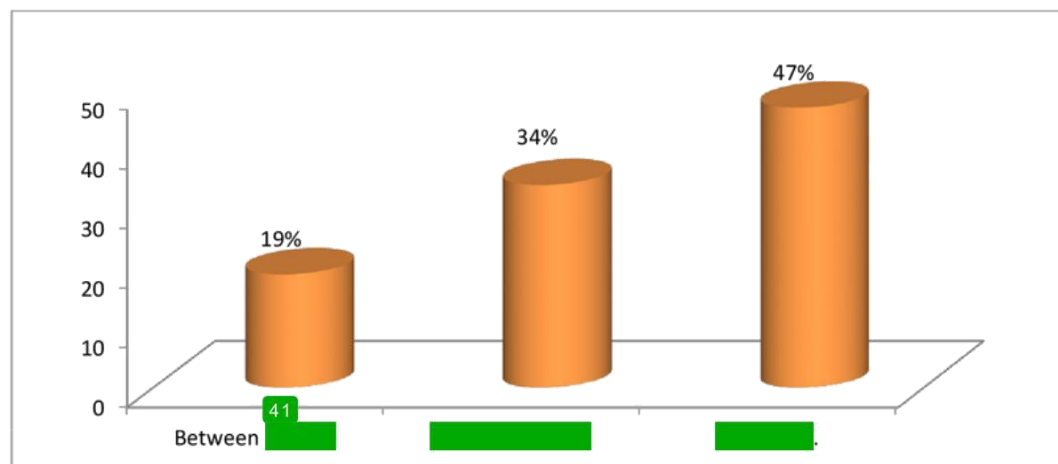
#### 4.1.5 Years Worked

**Table 4.5 Years Worked**

Years Worked	Frequency	Percentage
Between 1-2yrs.	11	19
Between 2-5yrs.	20	34
Over 5yrs.	27	47
<b>Total</b>	<b>58</b>	<b>100</b>

Source Author (2017)

**Figure 4.5 Years Worked**



Source Author (2017)

As per data provided by figure 4.6, employees with at least 5 years work experience comprised 47% of the respondents, those with over 2-5 years' experience forming 34% of respondents and those with 1-2 years of experience being 19%. It thus showed that most

of the participants were having extensive job skills and hence were precisely consistent in the research findings.

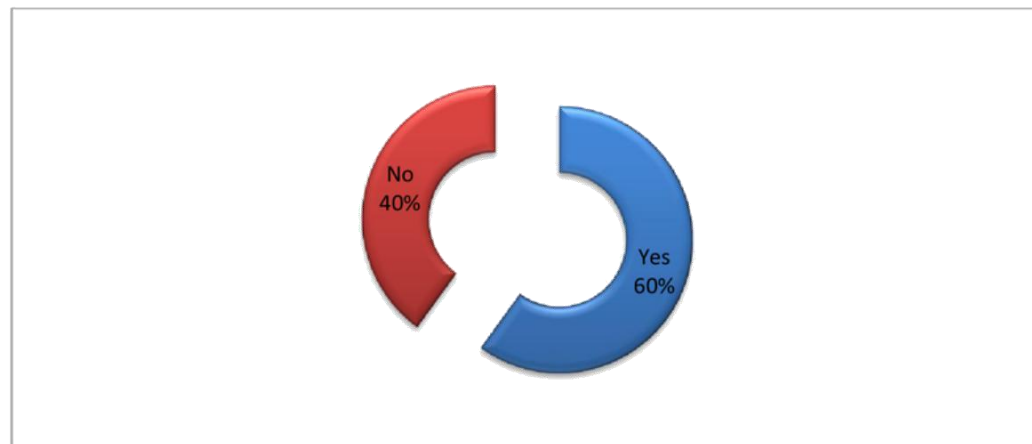


**Table 4.6 Effects of Customer Relationship Management on E-Banking**

	Frequency	Percentage
Yes	35	60
No	23	40
<b>Total</b>	<b>58</b>	<b>100</b>

Source Author (2017)

**Figure 4.6 Customer Relationship Management and E-Banking**



Author (2017)

A total of 60% of the participants affirmed that, client relationship management had impact towards the online banking as a facilitator of Kenyan financial institutions operations. However, 40% reported that client relationship management had no significant impact towards the online banking as a facilitator of Kenyan financial institutions operations.

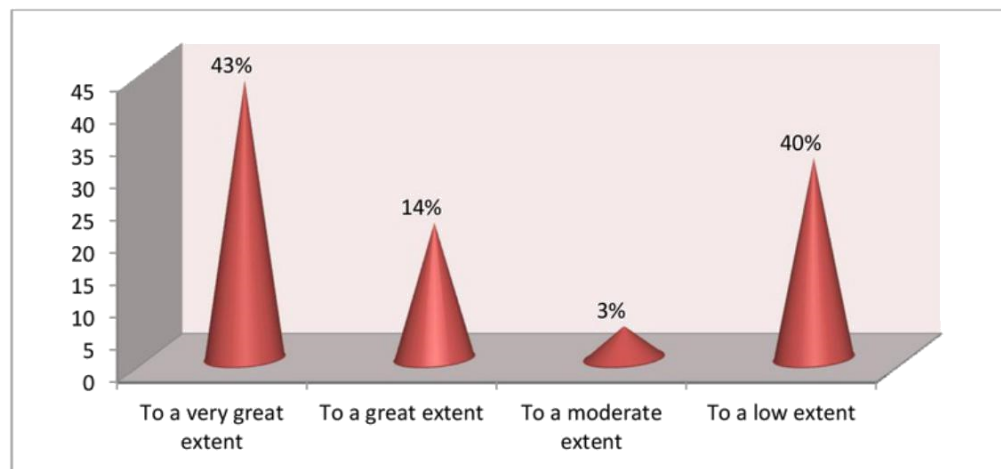
4.1.6.1 Extent to which <sup>62</sup> affect <sup>3</sup>

**Table 4.7** Extent <sup>3</sup> which Customer Relationship Management affect E-Banking

great	25	43
great	8	14
moderate	2	3
low	23	40
<b>Total</b>	<b>58</b>	<b>100</b>

Author (2017)

**Figure 4.7** Extent of the effect of Customer Relationship Management on E-Banking



Author (2017)

According to Figure 4.7 above, 43% of the total participants indicated that there existed a very strong connection between client relationship management and the effectiveness of electronic banking as a facilitator of Kenyan financial institutions operations, 14% of participants indicated a strong relationship existed between client relationship management and e-banking effectiveness as an aid to in Kenya financial institutions

operations, 3% confirmed there is a minimal effect that customer relationship management has on e-banking effectiveness as an aid to in Kenya financial institutions operations while 40% of study participants stated client relationship management does not impact e-banking effectiveness as an aid to in Kenya financial institutions operations. It disclosed that majority of the study participants were of the idea that client relationship management constituted a very strong impact one-banking effectiveness as an aid to in Kenya financial institutions operations.

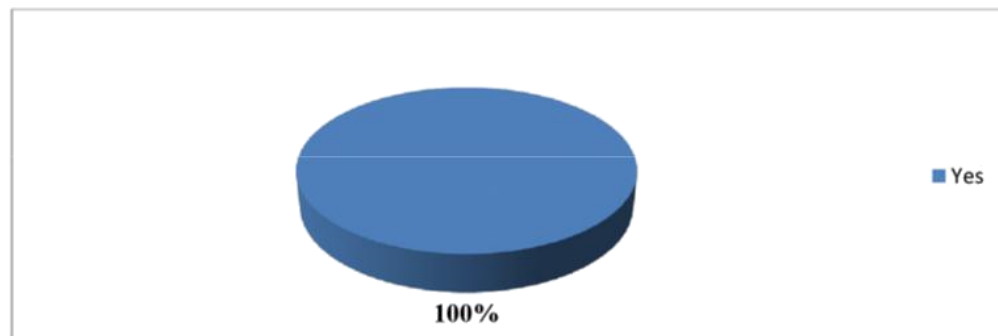
#### 4.1.7 Product Innovation and E-banking

**Table 4.8 Product Innovation on E-banking**

Product Innovation	Frequency	Percentage
Yes	58	100
No	0	0
<b>Total</b>	<b>58</b>	<b>100</b>

Author (2017)

**Figure 4.8Effect of Product Innovation on E-banking**



Author (2017)

As per the above figure 4.9 the entire participant team indicated that product innovation had an impact on e-banking effectiveness as an aid to in Kenya financial institutions operations.

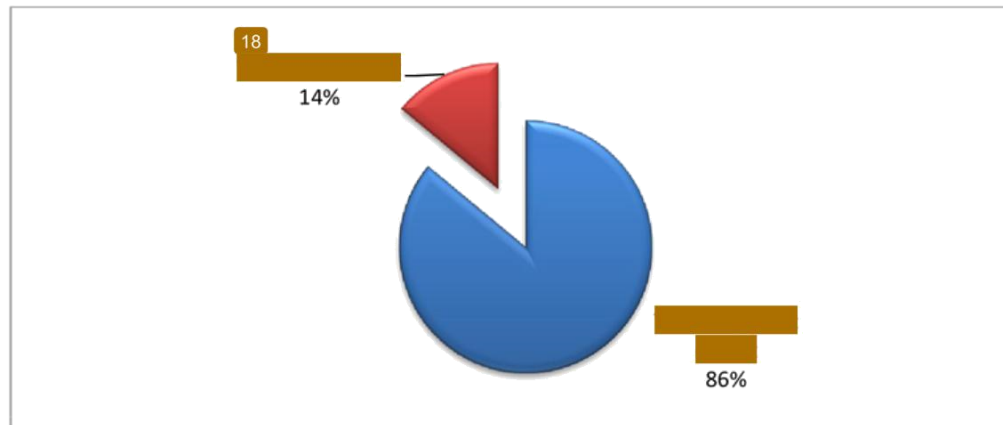
#### 4.1.7.1 Extent of the Effects of Product Innovation on E-banking

**Table 4.9 Extent of the Effects of Product Innovation on E-banking**

<b>Product Innovation</b>	<b>3</b>	
great	50	86
great	8	14
<b>Total</b>	<b>58</b>	<b>100</b>

Author (2017)

**Figure 4.9 Extent of the Effects of Product Innovation on E-banking**



Author (2017)

As per the figure 4.10 above, 86% of those who responded to study indicated that product innovation had a very strong impact on e-banking effectiveness as an aid to in Kenya financial institutions operations while 14% indicated that product innovation had a strong impact on e-banking effectiveness as an aid to in Kenya financial institutions operations.

From the survey, no one of the participants was of the view that product innovation had minimal or no impact on e-banking effectiveness as an aid to in Kenya financial institutions operations. Therefore, it can be concluded that, the entire target population believed that product innovation had a very strong effect on e-banking effectiveness as an aid to in Kenya financial institutions operations.

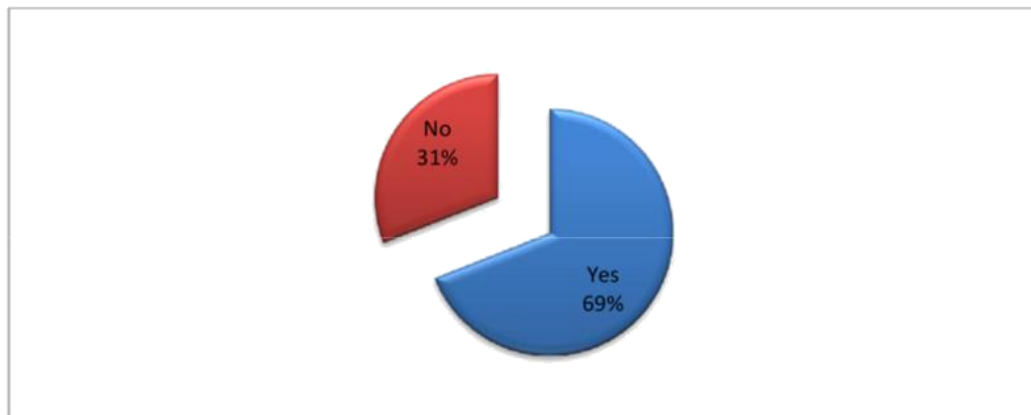
#### 4.1.8 Effects of Financial Performance on E-banking as an aid of commercial banks operations in Kenya

**Table 4.10 Effects of Financial Performance on E-banking**

Financial Performance	Frequency	Percentage
Yes	40	69
No	18	31
<b>Total</b>	<b>58</b>	<b>100</b>

Source Author (2017)

**Figure 4.10 Effects of Financial Performance on E-banking**



Author (2017)

The above figure 4.1 shows that most of the participants equaling to 69% were of the idea that financial performance had an impact on the efficiency of online banking as a

facilitator of Kenyan financial institutions operations whilst 31% of the participants indicated that there is no impact of financial performance on e-banking effectiveness as a facilitator of Kenyan financial institutions operations.

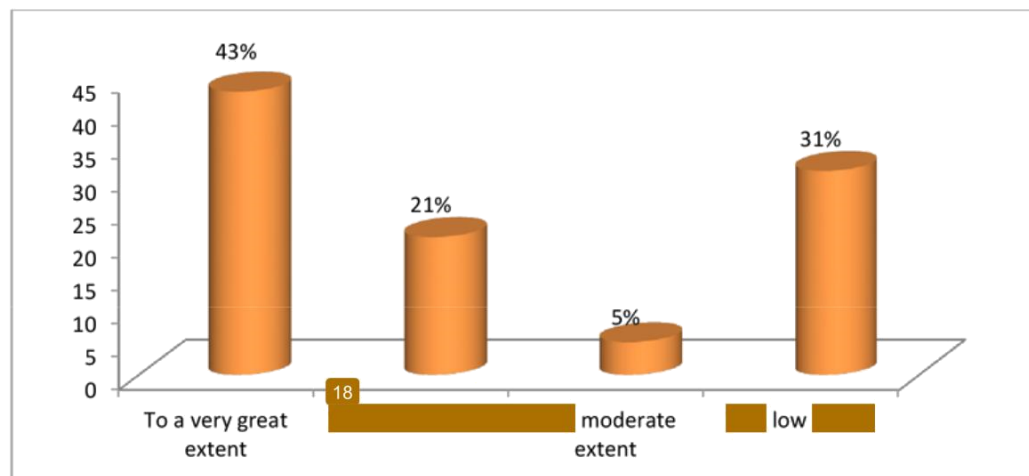
#### 4.1.8.1 Extent of the Effects of Financial Performance on E-banking

**Table 4.11 Extent of the Effects of Financial Performance on E-banking**

Financial Performance	Frequency	Percentage
great	25	43
moderate	12	21
low	3	5
Total	58	100

Author (2017)

**Figure 4.11 Extent of Financial Performance on E-banking**



Author (2017)

The above figure 4.12 illustrates that 43% of study participants held that financial performance constituted a very strong impact on e-banking effectiveness as a facilitator

of Kenyan financial institutions operations, with only 21% of research participants being of the view that financial performance had a strong impact on e-banking effectiveness as a facilitator of Kenyan financial institutions operations, 5% of survey participants held that financial performance had slight effect, while the rest 31% of the survey participants suggested that there exist no financial performance impact towards e-banking effectiveness as a facilitator of Kenyan financial institutions operations. Hence, it was resolved large number of study respondents were of the idea that financial performance had a very effective impact on the internet banking as a facilitator of Kenyan financial institutions operations.

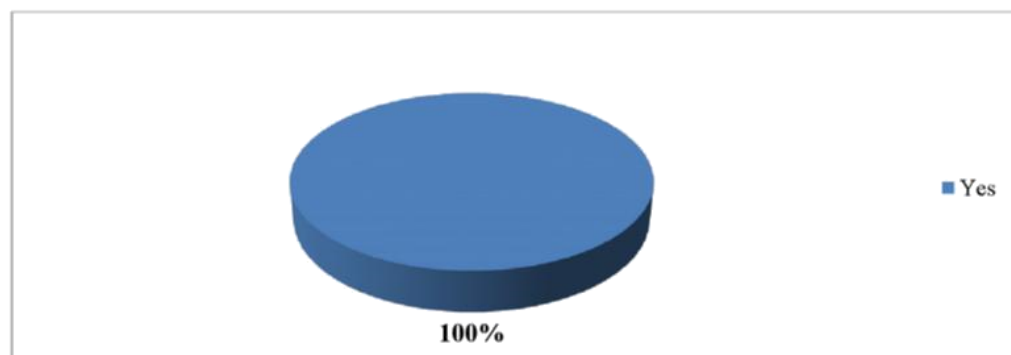
#### 4.1.9 Effects of Information Communication Technology (ICT) on E-banking as an aid of commercial banks operations in Kenya

**Table 4.12 Effects of ICT on E-banking**

ICT	Frequency	Percentage
Yes	58	100
No	0	0
<b>Total</b>	<b>58</b>	<b>100</b>

Source Author (2017)

**Figure 4.12 Effects of ICT on E-banking**





Author (2017)

As per figure 4.13above, the entire respondent team of 100% was of the idea that information technology had an impact on e-banking effectiveness as a facilitator of Kenyan financial institutions operations.

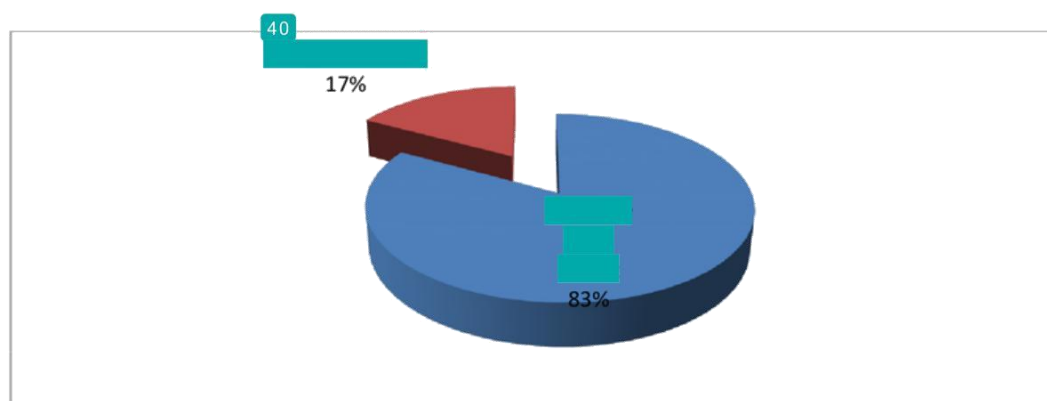
#### 4.1.9.1 Extent of the Effects of ICT on E-banking

Table 4.13 Extent of the Effects of Effects of ICT on E-banking

ICT	3	
great	48	83
great	10	17
Total	58	100

Author (2017)

Figure 4.13 Extent of the Effects of Effects of ICT on E-banking



Author (2017)

above Figure 4.14, indicate83%of the survey participants held that IT had very strong impact on e-banking effectiveness as a facilitator of Kenyan financial institutions operations whereas17% of the study participants indicated that IT had a strong

consequence. Not a single respondent were of idea that IT constituted a minimal or no impact on banking effectiveness as a facilitator of Kenyan financial institutions operations. It was hence concluded that the popular percentage of the participants believed that IT had a very strong impact on the effectiveness of online banking as an aid to banking operations.

#### **4.2 Limitation**

While undertaking this survey, the researcher of this study faced numerous challenges as indicated below:

##### **4.2.1 Suspicion**

During data collection, certain participants seemed to be suspicious of the person conducting the research hence they were hesitant to provide all the required information fearing that they might be victimized. Nevertheless, using the authorization letter obtained from The Management University of Africa (MUA), they were assured that their identity was to remain confidential.

##### **4.2.2 Non Cooperation**

There was non-cooperation by some bank employees as well as other staffs as they fear of being victimized due to stern bank rules and regulations especially by providing sensitive information to an outsider. To mitigate this, the respondents were assured by the researcher that any material they were to provide was subject to utmost good care and for the worthy of their firm.

##### **4.2.3 Confidentiality and sensitivity**

Accessing the detailed bank information was the ultimate challenge given the fact that the researcher was not allowed to certain information considered to be vital. To mitigate this

challenge, the person conducting the study provided an assurance to the responding parties  
54 [redacted] obtained [redacted] any other ill-fated purpose other than to  
conduct the intended study project which they seemed to agree after producing an  
authorization letter from the university.

#### **4.3 Chapter Summary**

The concluding section provided the study outcomes; data interpretation and its presentation as per the guidelines of the study objectives and the survey questions. The results obtained disclose the ultimate necessity of timely addressing the impact of electronic-banking. In order to support the firms in their planning and development of their annual budgetary allocation, and development strategies, the research provides the substantial outcomes/ findings which are supportive to and strategic to mitigate these challenges.

## CONCLUSIONS AND RECOMMENDATION

The major research project evaluate overall impact as support of institutions in Kenya. Therefore, this section details the major study outcomes, the recommendations as well as the research conclusion.

### 5.1 Summary of Findings

The major research project evaluate overall impact investment as support of financial institutions in Kenya. According to the study results, it shows that e-banking has greatly supported the Kenyan commercial banks operations. The data used in this research was collected from the Cooperative Bank of Kenya.

The study outcomes revealed that about 43% of research respondents assumed client relationship management very strongly contributed to impact of e-banking effectiveness as a facilitator of Kenyan financial institutions operations, while 86% suggested that product innovation provided a very strong impact, 43% of the respondents assumed that the overall financial performance also had a very strong impact and 83% were of the opinion that ICT had a very robust impact on Kenyan internet banking operations. Financial institution are shifting from the traditional way of doing business to adoption of e-banking service to improve their service delivery and profitability. Hence, lowering the banking cost while at the same time creating more opportunities of the market share

and making the banking products and services easily accessible to the customers. As a result, E- banking has lead to increase of branches and ATMs, mobile banking products among many in Kenya. Especially with the increase of mobile phone use in Kenya, banks have also increased and diversified their mobile phone <sup>53</sup> tap into market.

In past, banks have used the offline retail banking methodology to conduct bank transactions. However, this has changed rapidly due to e-banking.

## **5.2 Recommendations**

### **5.2.1 Implications for Research**

From the research, it is clearly understandable that product innovation, financial performance, customer relationship management, and information impacts the commercial banks operations involving e-banking. Therefore, cooperative bank of Kenya and the entire banking industry should make calculated strategies and mechanism in order to incorporate e- banking in banking operations.

According to Innovation Diffusion Theory (IDT), organization should develop and institute strategies that will enable them compete profitability in a market. In this case, the banking management should ensure they adopt e- banking at operational level.

Consequently, the e-banking strategies should be done in conjunction with other organizational policies especially in relation to human capital and an organization's variable preferences <sup>52</sup> have advantage.

Hence, commercial bank management should adopt and enhance their operation using e-banking through use of technology to improve their product quality and efficiency in delivery of services.

### **5.2.2 Implications for Policy**

The recommendation of this study is that, the Central bank of Kenya (CBK) should widen scope of e- banking strategies in order encourage innovative ideas and strategies that would improve the financial performance in the banking industry. For instance, 86% of respondent suggested the overall strong effects of product innovation towards the Kenyan commercial banks operations. This therefore implies e- banking policies ought to product innovation, financial performance is innovative and enhance for better performance of banks. Therefore, the Banking law, The Companies law and the 2012 Central Bank of Kenya law ought to be analyzed afresh in relation to how to incorporate ICT in order to allow development of more e-banking products and strategies.

### **5.2.3 Implications for Practice/Training and Education**

The outcomes of the research indicate that internet banking infrastructure strategy has an effective <sup>18</sup> [REDACTED]. It recommends that investment in e-banking infrastructure such as ATMs for easy access by customers should be done. In addition, <sup>51</sup> [REDACTED] delivery [REDACTED] /tools [REDACTED]. WhatsApp applications, [REDACTED] short code passwords for instant access to bank accounts, telephone banking, and banking through mobile phones among others should also be structured in the system. This will increase the market share of the banks both in the urban and rural areas and hence increase profitability. A good example is the use of M Pesa, it can be accessed by any one in Kenya both in the urban and rural areas regardless of your locality. M-Pesa system uses e-banking platform.

### 5.3 Conclusion

Electronic banking is a significant component of the operation the commercial bank in Kenya.

Return on investment, equity and loans, profitability, quality and effectiveness of management, bank asset have tremendously increased. The banking industry has grows and expanded due to e- banking. The tools of electronic banking system that have been used include mobile phone banking, ATM, use of debit/visa cards for payment and electronic check payment and Pay direct services. Nevertheless, some <sup>16</sup> effectiveness of e- banking include product innovation, banks financial performance, client relationship management, and the utilization of Information technology (IT) upon which this study has been based.

Customer relationship management relates to the interest of customers on the quality of product and service rendered. Customers prefer to reimburse value of goods or services that stands inquality, excellent and efficiently delivered. In addition, excellent customer relationship management bring a mutual understanding of the product and service rendered hence, meeting the needs of both parties.

Ongoing innovation is necessary in a bank so as provide for the customer's needs effectively. In adopting product innovation through e – banking product, it lead to improved productivity, profitability and financial performance. Hence, yield a good return on the share holders' investment.

The financial performance of bank is directly linked to electronic performance, the higher the usage of e-banking products the better the financial performance of a bank and vice versa.

ICT is considered core and strength of e-banking. It has transformed the traditional way of banking to a profitable business model that is convenient to the customer in terms of efficiency and accessibility hence provision quality product and efficient service. Apart from reduction of the wage bill in the banking sector, ICT usage also eliminate ninety percent of human error hence provision of efficient and accurate service.

In summary, electronic banking is a significant component of the operation the cooperative bank of Kenya and the entire banking industry in Kenya.

#### **5.4 Suggestion for Further Studies**

Further studies are needed to handle other variables such as employee skill on internet banking services as a facilitator of Kenyan commercial bank operations and the impact related with legislation adopted on online banking. The current studies only focused on the four variables.



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<sup>1</sup> [redacted]  
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[REDACTED]

<sup>10</sup> [REDACTED], New Jersey:  
[REDACTED]

<sup>7</sup> [REDACTED]  
[REDACTED]  
[REDACTED] *Governancel3* ([REDACTED]):960-989

<sup>7</sup> [REDACTED]  
[REDACTED]  
[REDACTED] *Governancel3* ([REDACTED]):960-989

APPENDIX 1:

14

**: REQUEST FOR**

50

Management

24

award

Management

Leadership;

14

study

E-BANKING AS AN AID TO COMMERCIAL BANKS

27

CO-OPERATIVE BANK KENYA.”

For purpose facilitating my research work, I wish to collect data through a questionnaire. I shall be grateful if you would kindly extend to me the help I may need to have this questionnaire completed. This information is purely for the purpose of my research work and therefore it shall be treated with strict confidentiality. A copy of the final report shall be given to you on request.

Thank you in advance, I look forward to your assistance.

Yours Faithfully,

MARY OWUOR

BML/9/00256/3/2014

MANAGEMENT UNIVERSITY OF AFRICA

## APPENDIX 11:

8

study the effect of E-Banking as an aid to commercial banks in Kenya. crossing relevant [x] or writing down your answers in the spaces provided. put since all responses are confidential. Thank you for your cooperation.

### PART A: GENERAL INFORMATION

#### 1. Age of Respondents

1yr-18yrs [ ]

18yrs-35yrs [ ]

Over 35yrs [ ]

#### 2. Gender of respondents

a) Male [ ]

b) Female [ ]

#### 3. Job Level

Top management [ ]

Middle management [ ]

Supervisors [ ]

Others specify .....

4. For how long have you worked with the Co-operative Bank of Kenya?

1yr-2yrs [ ]

2yrs-5yrs [ ]

Over 5yrs [ ]

**PART B: CUSTOMER RELATIONSHIP MANAGEMENT AND EFFECTS OF**

**E-BANKING**

i. Do you believe customer relationship management has an effect one-banking as an aid of commercial banks operations in Kenya?

Yes [ ]

No [ ]

Explain.....  
.....

ii. How do you rate the effect of customer relationship management on e-banking as an aid of commercial banks operations in Kenya?

Very strong effect [ ]

Strong effect [ ]

Minimal effect [ ]

No effect [ ]

**PART C: PRODUCT INNOVATION AND EFFECTS OF**

**E-BANKING**

iii. Do you believe product innovation has an effect on e-banking as an aid of commercial banks operations in Kenya?

Yes [ ]

No [ ]

Explain.....  
.....

5. How do you rate the effect of product innovation on e-banking as an aid of commercial banks operations in Kenya?

Very strong effect [ ]

Strong effect [ ]

Minimal effect [ ]

No effect [ ]

**PART D: FINANCIAL PERFORMANCE AND EFFECTS OF**

**E-BANKING**

iv. Do you believe financial performance has an effect on e-banking as an aid of commercial banks operations in Kenya?



Yes ☐

No ☐

Explain.....  
.....

6. How do you rate the effect of financial performance on e-banking as an aid of commercial banks operations in Kenya?

Very strong effect ☐

Strong effect ☐

Minimal effect ☐

No effect ☐

**PART E: INFORMATION COMMUNICATION TECHNOLOGY AND  
EFFECTS OF E-BANKING**

7. Do you believe Information Communication Technology has an effect on e-banking as an aid of commercial banks operations in Kenya?

Yes ☐

No ☐

Explain.....  
.....  
.....

8. How do you rate the effect of Information Communication Technology on e-banking as an aid of commercial banks operations in Kenya?

Very strong effect [ ]

Strong effect [ ]

Minimal effect [ ]

No effect [ ]

**Thank you for your participation**



# APPENDIX 111: INFORMED CONSENT FORM

THE EFFECTS OF ELECTRONIC BANKING AS AN AID TO <sup>48</sup> [REDACTED]  
[REDACTED] STUDY [REDACTED] CO-OPERATIVE [REDACTED] OF KENYA.

<sup>17</sup> [REDACTED] I agree [REDACTED] given for the study and [REDACTED]. ☐

<sup>17</sup> [REDACTED] I recognize [REDACTED] input [REDACTED] refuse participation [REDACTED]. ☐

3. [REDACTED] I accept [REDACTED] take participate in the above study. ☐

4. I accept the use of anonymised quotes during publications ☐

<hr/>	<hr/>	<hr/>
<sup>38</sup> <span style="background-color: magenta; color: black;">[REDACTED]</span>	<span style="background-color: magenta; color: black;">[REDACTED]</span>	<span style="background-color: magenta; color: black;">[REDACTED]</span>
<hr/>	<hr/>	<hr/>
<span style="background-color: magenta; color: black;">[REDACTED]</span>	<span style="background-color: magenta; color: black;">[REDACTED]</span>	<span style="background-color: magenta; color: black;">[REDACTED]</span>

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